

Message Text

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11

ACTION IO-10

INFO OCT-01 AF-06 EUR-12 ISO-00 AID-05 EB-07 CIAE-00

INR-07 NSAE-00 L-02 TRSE-00 AGR-10 CU-04 COME-00

OMB-01 HEW-06 OES-05 SR-02 ORM-01 ARA-10 EA-10 NEA-09

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R 181146Z APR 75

FM AMEMBASSY KHARTOUM

TO SECSTATE WASHDC 9749

INFO USUN MISSION NEW YORK 0251

US MISSION GENEVA 0193

AMCONSUL MONTREAL

AMEMBASSY PARIS

AMEMBASSY ROME

AMEMBASSY VIENNA

UNCLAS SECTION 1 OF 3 KHARTOUM 0966/1

PARIS FOR UNDESCO;

ROME FOR FODAG;

VIENNA FOR IAEA AND UNIDO;

MONTREAL FOR ICAO.

E.O. 11652: N/A

TAGS: ECRP, EAID, UNDP, SU

SUBJ: CEBQ 0008 - EVALUATION OF UN ASSISTANCE PROGRAMS

REF: (A) STATE 64907; (B) KHARTOUM 695 (3/30/74)

FOLLOWING ARE EMBASSY/AAP OBSERVATION POINTS RAISED REF A
REGARDING UNDP ASSISTANCE PROGRAMS IN SUDAN:

A. (1) ROLE OF UNDP IN UN DEVELOPMENT SYSTEM:

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RESREP CAPPELLETTI CONTINUING SYSTEMATIC DEVELOPMENT

UNDP STAFF FACILITIES AND CAPABILITIES BASED IN KHARTOUM AND JUBA OFFICES AND EXPANSION OF UNDP COUNTRY PROGRAM (CP) OUTSIDE KHARTOUM. CAPPELLETTI EXERCISES EFFECTIVE LEADERSHIP IN LOW KEY, AFFABLE STYLE (BACKED BY CAPABLE AND EVERGETIC STAFF) WHICH LENDS ITSELF WELL TO DEALING WITH HOST COUNTRY OFFICIALS AND UN AGENCIES. CP USEFUL VEHICLE IN REINFORCING RESREP LEADERSHIP ROLE IN UN SYSTEM FOR TECHNICAL ASSISTANCE ACTIVITIES. HE HAS EFFECTIVE, OPEN RELATIONSHIPS WITH OTHER AGENCY FIELD REPS, PARTICULARLY WITH WFP, FAO, IBRD AND UNICEF. WORKING RELATIONSHIPS WITH WHO SOMEWHAT MORE DIFFICULT DUE IN PART SEPARATE WHO PROTOCOL WITH MINISTRY OF HEALTH AND EMPHASIS ON TRADITIONAL APPROACH TO DEVELOPMENT MEDICAL PROGRAMS. HOWEVER, 1975 WHO EXECUTIVE BOARD POLICY DECISION TO EMPHASIZE DEVELOPMENT OF NATIONAL PARA-MEDICAL HEALTH SERVICES SEEN AS SIGNIFICANT AGENCY SHIFT WHICH SHOULD ENHANCE RELATIONSHIPS WITH BOTH UNICEF AND UNDP, WHICH STRONGLY FAVOR THIS MORE REALISTIC APPROACH FOR SUDAN. RELATIONSHIPS WITH OTHER UN AGENCY HEADQUARTERS APPEAR GOOD WITH THE NOTABLE EXCEPTION OF UNOTC, WHICH IS REPORTED UNRESPONSIVE TO UNDP REQUESTS AND INEFFECTIVE IN DELIVERY OF PROJECT COMMITMENTS.

(2) UNDP AND IBRD UNDERTAKINGS ARE COORDINATED AND COMPLIMENTARY. UNICEF REP IS PARTICIPATING IN CP EXERCISE. HOWEVER, UNICEF ROLE THUS FAR LIMITED PRIMARILY TO CONSOLIDATION OF ONGOING ACTIVITIES AND EVOLVEMENT CONSOLIDATED PROGRAM PROPOSALS FOR UNICEF FUNDING. UNICEF SPREAD VERY THIN AND IS HAMPERED BY LACK OF EFFECTIVE INCUMBENT PROGRAM OFFICER FOR CENTRAL OFFICE.

(3) RE RELATIONS WITH GOS, UNDP HAS DEVELOPED EXCEPTIONALLY GOOD HEADQUARTERS AND OPERATION FOR SOUTHERN REGION UNDER CAPABLE DIRECTION OF DOUGLAS MANSON, FORMER DEPUTY RESREP FOR THE REGION, WHOSE REPLACEMENT COULD BE DIFFICULT. TECHNICAL ASSISTANCE ACTIVITIES OF UNDP/IBRD/FAO/WFP/WHO/UNHCR/ UNICEF AS WELL AS VOLAGS ARE EFFECTIVELY COORDINATED. HOWEVER, ALL PROGRAMMING AND COORDINATION ARE HAMPERED BY LARGELY INEFFECTUAL SOUTHERN REGIONAL GOVT., WHICH PREOCCUPIED WITH POLITICAL MATTERS. UNDP HAS ASSUMED LEADERSHIP ROLE IN INNOVATING ACTIONS TO ESTABLISH REGIONAL PROGRAM SINCE UNCLASSIFIED

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1972 TO TRY TO COPE WITH VERY DIFFICULT OPERATING CONDITIONS DUE TO POOR OR ALMOST NON-EXISTENT PHYSICAL AND ADMINISTRATIVE INFRASTRUCTURE AND INADEQUATE FINANCING, E.G., \$500,000 LOAN FROM UNDP/NEW YORK FOR CONSTRUCTION OF UNDP COMPOUND AND HOUSING IN JUBA; SECOND LOAN UNDER CONSIDERATION FOR ADDITIONAL HOUSING UNITS; ADMINISTRATIVE/LOGISTICAL SUPPORT PROJECTS (\$836,000 FROM SPECIAL MEASURES FUND) TO PROVIDE ESSENTIAL FUEL, COMMUNICATIONS, TRANSPORT AND ADMINISTRATIVE

SERVICES FOR PROJECTS LARGELY SERVING THE SOUTH. FACILITY
EXTENDED APRIL ENABLE GOS BUY FUEL FROM KENYA. UNDP MAINTAINS
ONLY RELIABLE RADIO LINK BETWEEN JUBA AND KHARTOUM, WHICH IS
ALSO EXTENSIVELY USED BY GOS FOR OFFICIAL COMMUNICATIONS
EVEN AT HIGHEST LEVELS. TOO EARLY ASSESS RELATIONSHIPS AND
EFFECTIVENESS OF UNDP PLANNING ADVISORY TEAM WORKING WITH
MINISTRIES OF REGIONAL GOVT. (INCLUDED IN 39 PROJECTS OF
SOUTHERN COMPONENT CP VALUED AT \$6.3 MILLION AND FORECAST TO
INCREASE). UNDP OPTIMISTIC ABOUT ESTABLISHMENT REGIONAL DEVEL-
OPMENT PLANNING CAPABILITIES AND PRIORITIES.

(4) AT CENTRAL LEVEL, UNDP CLEARLY HAMPERED BY LACK OF
STATURE, AUTHORITY AND RESPONSIBILITY OF NATL. PLANNING
COMMISSION
(DOWNGRADED FROM MINISTERIAL STATUS IN 1973),
THE GOS FOCAL POINT FOR UNDP IN SUDAN, AND ABSENCE OF LONG-
RANGE DEVELOPMENT PLAN. THE NPC HAS NO REAL POWER OVER
THE FUNCTIONAL MINISTRIES AND EFFECTS MORE CONSULTATIVE
RATHER THAN LEADERSHIP ROLE. CONSEQUENTLY, PROGRAM DECISIONS
ZS GIGHLY SUBJECT TO PERSONALITY AND POWER OF INDIVIDUAL
MINISTERS, WHICH TENDS TO ENCOURAGE PROJECT SALESMANSHIP
BY ALL DONORS. SITUATION PLACES UNDP/IBRD NATL. PLANNING
TEAM, BASED IN NPC, IN LESS EFFECTIVE POSITION THAN
ORIGINALLY PLANNED WHEN PROJECT DESIGNED. REVISED FIVE YEAR
PLAN IS SCHEDULED BY GOS FOR 1977-81 PERIOD. HOWEVER, NOT
CLEAR HOW IT WILL BE DEVELOPED. THIS SITUATION ONE OF
MAJOR TOPICS CURRENT RESREP CONSULTATIONS UNDP HEADQUARTERS.

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ACTION IO-10

INFO OCT-01 AF-06 EUR-12 ISO-00 AID-05 EB-07 CIAE-00

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FM AMEMBASSY KHARTOUM

TO SECSTATE WASHDC 9750

INFO USUN MISSION NEW YORK 0252
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AMCONSUL MONTREAL
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UNCLAS SECTION 2 OF 3 KHARTOUM 0966/2

PARIS FOR UNDESCO;

ROME FOR FODAG;

VIENNA FOR IAEA AND UNIDO;

MONTREAL FOR ICAO.

B. COORDINATION OF AN EXTERNAL TECHNICAL ASSISTANCE.
DUE IN LARGE PART OF WEAK POSITION OF NPC AND LACK OF
DIRECTION FROM GOS, AS WELL RELUCTANCE SOME DONORS, UNDP
HAS LIMITED COORDINATION ROLE AT NATL. LEVEL TO INFORMAL
CONSULTATIONS, LARGELY IN CONNECTION ISSUANCE OF RESREP
ANNUAL REPORT DEVELOPMENT ASSISTANCE. THIS REPORT AND
COORDINATION HAS BEEN NOTICEABLY WEAK IN PAST. HOWEVER, WITH
ASSIGNMENT OF NEW CENTRAL DEPUTY RESREP (MICHAEL HYLAND
FORMERLY UNDP/TURKEY), PROSPECTS ARE GOOD FOR CONSIDERABLE
IMPROVEMENT. HE DID OUTSTANDING JOB THIS AREA IN TURKEY.
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C.(1) ROLE OF RESREP VIS-A-VIS OTHER UN SYSTEM ACTIVITIES:
RESREP ALSO SERVES AS REP NEWLY ESTABLISHED (1973) UNITED
NATIONS DISASTER RELIEF ORGANIZATION (UNDRO) AND WFP, WHICH
PROVIDE VEHICLE TO COORDINATE RELIEF ACTIVITIES. UNDRO
CHARGED WITH COORDINATION DONOR RESOURCES FOR UN SYSTEM.
RESREP ASSUMED COORDINATOR ROLE IN ASSESSMENT AND
IMOWEMENTATION UN DROUGHT RELIEF OPERATIONS IN WEST (DARFUR)
AND FLOOD RELIEF SOUTH (BAHR EL GHAZAL AND UPPER NILE) LAST
YEAR. AVAILABILITY UNDP/AIRCRAFT PROVIDES FAST,EFFICIENT

RECONNAISSANCE CAPABILITY. CURRENT UNPD/WFP WORKING
RELATIONSHIPS WITH UNHCR FIELD OFFICE AND HEADQUARTERS APPEAR
GOOD; COLLABORATING CLOSELY ON ASSESSMENT CURRENT REPORTED
INFLUX INTO SUDAN OF ERITREAN REFUGEES. ABILITY TO COORDINATE
AND INTEGRATE UN REGIONAL, INTERREGIONAL AND GLOBAL PROJECTS
AS WELL UN REGULAR AGENCIES PROGRAMS AFFECTING SUDAN IS
LIMITED DUE TO FACT DATA ON PROJECTS AND PROGRAMS (AS WELL
DELIVERY WHERE APPLICABLE) ARE NOT PROVIDED TO RESREP ON
ANY SYSTEMATIC BASIS. THIS ADDITIONAL INPUT WOULD BE
USEFUL FOR MORE COMPREHENSIVE PROGRAMMING OF UN RESOURCES
BY UNDP/SUDAN UNDER THE CP.

(2) ADVISED THAT CAPPELLETTI CONSULTATIONS NEW YORK NOTED ABOVE ALSO CONCERNED WITH MEANS OF INVOLVING UNDP EXPERTISE AND CAPABILITIES WITH AVAILABILITIES OF ARAB FUNDS AND LINKING TECHNICAL/CAPITAL ASSISTANCE ACTIVITIES. UNDERSTAND FROM UNDP THAT FAO ROME/CAIRO INVOLVED IN AGRICULTURAL COOPERATIVE DEVELOPMENT PROGRAM FOR REGION FOR WHICH \$50 TO \$60 MILLION MAY HAVE BEEN PLEDGED BY GULF STATES AND SAUDI ARABIA FOR FAO PROJECTS FOLLOWING REGIONAL TOURS BY FAO TEAMS 1974/75. "ARAB AGRICULTURAL DEVELOPMENT BANK" ALSO REPORTED TO HAVE EXPRESSED INTEREST IN POSSIBILITY UNDP TAKING LEADING ROLE IN PLANNING AND PROJECT FORMULATION IN SUDAN. NO INFORMATION AVAILABLE ON SPECIFICS. REQUEST USUN ADVICE

CLARIFICATION EXTENT AND PROGRESS ANY SUCH UNDP INVOLVEMENT, PARTICULARLY IN SUDAN.

D. COUNTRY PROGRAM REVIEWS: SUDAN CP ONLY APPROVED JUNE 1973 AND THUS FAR NO REVIEW HAS TAKEN PLACE. FIRST REVIEW TENTATIVELY PLANNED WITH NPC SOMETIME AFTER SEPT. 1 WHEN UNDP PLANS COMPLETE FINANCIAL ANALYSIS OF PROJECT DELIVERY

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BY ALL EXECUTING AGENCIES THROUGH 1974. BASIC POLICY DECISION MUST BE TAKEN BY UNDP PRIOR TO REVIEW ON HOW TO DEAL WITH EXTENSIVELY OVER-PROGRAMMED \$20 MILLION IPF FOR 1972-76. ON MAR. 1, 1975 APPROVED PROJECTS AND THOSE FIRMLY COMMITTED AMOUNTED TO \$21.3 MILLION WITH \$5.7 MILLION IN PIPELINE FOR A TOTAL \$27 MILLION, 35 PER CENT OVER CEILING. SIMILARLY, APPROVED SPECIAL MEASURES FUND \$2.3 MILLION ALREADY OVER-PROGRAMMED TO \$2.6 MILLION. APPROVED PROGRAM RESERVE \$829,000 ALMOST FULLY COMMITTED (\$783,000). OVER-PROGRAMMING CONCEPT ADOPTED BY UNDP JUNE 1974 BASED ON INSURING FULL UTILIZATION APPROVED FUNDING PERMITS TAKING ON NEW COMMITMENTS THROUGHOUT CP PERIOD TO COMPENSATE FOR IMPLEMENTATION SLIPPAGE, CURRENTLY ESTIMATED AT 25 PER CENT. HOWEVER, PROBLEM IS COMPOUNDED BY PREVIOUSLY UNPLANNED COST BY INCREASE DUE INFLATION (OPTIMISTICALLY PROJECTED SUDAN AT ONLY 16 PER CENT) AND REFLECTED IN NEW PROFORMS COSTS FOR EXPERTS, FELLOWSHIPS AND EQUIPMENT EFFECTIVE JAN. 1, 1975 WHICH MUST BE APPLIED IN FINANCIAL REVIEW NOW IN PROGRESS. EASIEST SOLUTION APPEARS IN UNDP TAKING DECISION PERMIT SUDAN TO BORROW AGAINST SECOND CYCLE CP IPF CURRENTLY PLANNED \$32 MILLION. THIS MATTER, AS WELL DECISION CONTINUED USE OVER-PROGRAMMING TECHNIQUE, UNDER REVIEW DURING RESREP NEW YORK CONSULTATIONS. PLANS FOR FORMAT AND EXTENT PARTICIPATION INITIAL CP REVIEW BY GOS, UNDP, UN EXECUTING AGENCIES AND OTHER DONORS NOT YET FINALIZED.

E. APPRAISAL OF PROPOSED PROJECTS: EMBASSY/AAO MAINTAIN LIAISON WITH UNDP TO EXCHANGE INFORMATION PERTAINING

PROJECT PROPOSALS. HOWEVER, SUCH PROPOSAL DOCUMENTS DO NOT COME TO EMBASSY/AAO UNTIL THEY ARE PRACTICALLY APPROVED FOR IMPLEMENTATION. THERE IS CURRENTLY NO FORMALIZED SUBSTANTIVE PROCEDURE FOR EMBASSY/AAO REVIEW AND COMMENT ON UNDP PROJECT PROPOSALS. THIS SOMEWHAT DELICATE ISSUE PARTICULARLY IN VIEW USG/STANCE ON UNDERTAKING NEW ASSISTANCE TO SUDAN. EMBASSY/AAO GRVDUALLY INCREASING MORE SUBSTANTIVE PROGRAM DISCUSSIONS INCLUDING PROJECT PROPOSALS THROUGH WORKING CONTACT AT THE DEPUTY AND ASSISTANT RES REP AND SENIOR ADVISOR LEVELS. SITUATION FURTHER COMPLICATED BY LACK OF DECISION AS TO ROLE OF UNDP/SUDAN IN THE PROJECT APPRAISAL PROCESS, I.E., DEGREE OF ACTIVISM WITHIN GOS IN SHAPING PROJECT PRIORITIES AND PROJECT PROPOSALS. TO DATE UNDP

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FIELD OFFICE ROLE HAS BEEN RELATIVELY PASSIVE, RELYING LARGELY ON HEADQUARTERS PROJECT REVIEW, WHICH IS PROBABLY INEVITABLE IN EARLY PHASE FIRST CYCLE DUE TO COMMITMENTS ALREADY MADE PRIOR TO INTRODUCTION OF CP EXERCISE AND LACK OF REAL GOS DEVELOPMENT PLAN. HOWEVER, IT BECOMES MORE CRITICAL FOR REMAINDER OF FIRST CP PERIOD AND SECOND CP PERIOD 1977-81, WHICH COINCIDES WITH NEW FIVE YEAR NATIONAL PLAN PERIOD FORECAST BY GOS.

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ACTION IO-10

INFO OCT-01 AF-06 EUR-12 ISO-00 AID-05 EB-07 CIAE-00

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OMB-01 HEW-06 OES-05 SR-02 ORM-01 ARA-10 EA-10 NEA-09

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FM AMEMBASSY KHARTOUM
TO SECSTATE WASHDC 9751

INFO USUN MISSION NEW YORK 0253
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AMCONSUL MONTREAL
AMEMBASSY PARIS
AMEMBASSY ROME
AMEMBASSY VIENNA

UNCLAS SECTION 3 OF 3 KHARTOUM 0966/3

PARIS FOR UNDESCO;

ROME FOR FODAG;

VIENNA FOR IAEA AND UNIDO;

MONTREAL FOR ICAO.

F. PROJECT IMPLEMENTATION: DIFFICULT TO COMMENT ON EFFECTIVENESS OF ON-GOING PROJECTS DUE TO: (1) LACK OF FIRST-HAND KNOWLEDGE UNDP PROJECTS IN PRESENT HIATUS US ASSISTANCE EFFORTS, WHICH LIMITS CONTACTS; (2) UNDP EXTENSION PROJECTS TO OPERATIONALLY MOST DIFFICULT RURAL AREAS WHERE THEY ARE STILL IN EARLY STAGES; AND (3) LACK OF ACTION BY UNDP/EXECUTING AGENCY/GOS TO ASSESS IMPLEMENTATION AND IDENTIFY SUCCESSFUL AND/OR WEAK PROJECTS. EXTENT UNDP ACTION CLOSELY CONNECTED TO ROLE IN CP REVIEW PROCESS BEGINNING SEPT. 1, 1975 AND REQUIRED POLICY DECISION
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NOTED ABOVE. ACTIONS HAVE BEEN TAKEN, HOWEVER, TO REVAMP PROJECTS THAT ENCOUNTER EXTREME OPERATIONAL DIFFICULTIES SUCH AS JEBEL MARRA PROJECT CITED REF. B. UNDP/FAO HAVE SINCE REDESIGNED PROJECT WITH NEW SUBCONTRACTOR, TO CONSOLIDATE AND COMPLETE INITIAL PHASE IN 1975, I.E., HUNTING TECHNICAL SERVICES LTD. (UK), WHICH HAS SUCCESSFUL EXPERIENCE RESEARCH/PROJECT DESIGN FOR DEVELOPMENT SOUTHERN DARFUR IN WESTERN REGION WHICH NOW PENDING WITH GOS/UK FOR IMPLEMENTATION UNDER UK FINANCING. UNDERSTAND HUNTING ALSO ENGAGED AS SUBCONTRACTOR FOR UNDP/FAO SAVANNAH DEVELOPMENT PROJECT. IN SOUTH, UNDP TAKING ACTIVE ROLE REVAMP YAMBIO AGRICULTURAL TECHNICAL PROJECT WHICH REGARDED AS POORLY DESIGNED BY FAO RELATION TO NEEDS AND ABILITY TO IMPLEMENT.

G. PROJECT EVALUATION: TRIPARTITE REVIEW SYSTEM IN USE ONLY IN LAST YEAR HAS BEEN SUCCESSFUL IN HELPING TO REVIEW, IDENTIFY AND RESOLVE OPERATIONAL PROBLEMS THAT CAN BE RESOLVED IN FIELD. SYSTEM BASED ON NEW (OCT. 73) SEMI-ANNUAL PROJECT PROGRESS REPORT FORMAT. QUALITY OF PROGRESS REPORTING IS KEY FACTOR AND RELATED TO AMOUNT OF INTEREST

AND TIME DEVOTED BY PROJECT MANAGERS, UNDP STAFF AND GOS COLLEAGUES. RECENTLY COMPLETED (MAR. 20) REVIEW NATL. HEALTH LABORATORY, KHARTOUM PROJECT (SUD 171/545) SUCCESSFUL EXAMPLE TRIPARTITE SYSTEM. HOWEVER, EARLY YET TO ASSESS HOW SYSTEM WILL WORK WHEN FULL REPORTING/REVIEW CYCLE IN OPERATION AND STAFF IS STRESSED WITH FULL WORKLOAD. (SEE EARLIER COMMENTS RELATING ANNUAL DEVELOPMENT ASSISTANCE REPORTS.) UNDP FIELD STAFF HIGHLY CRITICAL OF LACK OF INTEREST, REAL DIRECTION AND FOLLOW-UP BY HEADQUARTERS FOR EVALUATION. APPARENTLY NO HEADQUARTERS UNIT YET ESTABLISHED TO CONSOLIDATE EXISTING PROJECT REPORTS AND DEVELOP DATA RELATED TO FIELD EXPERIENCE IN IMPLEMENTATION; DETERMINE WHAT TYPE PROJECTS SUCCESSFUL/UNSUCCESSFUL AND WHY; AND PROVIDE SUCH ANALYSIS AND FEEDBACK TO FIELD. SUCH EVALUATION INFORMATION WOULD BE HELPFUL TO AND DESIRED BY FIELD OFFICES PARTICULARLY IN PROJECT DESIGN/EVALUATION.

H. WOMEN IN DEVELOPMENT: THUS FAR VERY LITTLE HAS BEEN DONE IN AREA, WHICH URRERSTANDABLE IN VIEW OF HIGHER PROGRAM PRIORITIES. IT IS HOPED THAT NEW INITIATIVES MAY BE FORTH-
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COMING, AS RESULT RECENTLY COMPLETED COMPREHENSIVE EMPLOY-
MENT STRATEGY REVIEW MISSION (SUGGEST CONTACT LYLE M. HANSEN,
REGIONAL ECONOMIST IBRD/WASHINGTON RE PRELIMINARY FINDINGS/
RECOMMENDATIONS) AND CURRENT WHO MISSION, TO DEVELOP
COMPREHENSIVE FIVE YEAR HEALTH PLAN BASED ON PARA-MEDICAL
APPROACH. HOWEVER, THERE ARE SEVERE CONSTRAINTS IN SUDAN
DUE STRONG TRADITIONAL ROLES, CULTURAL FACTORS AND
LOW LEVEL OF EDUCATION, ALL OF WHICH INFLUENCE ROLE UNDP
CAN EFFECTIVELY PLAY.

I. FOLLOW-UP WITH UNDP AND EXECUTING AGENCIES: CP PROCESS
IS EFFECTIVE VEHICLE STRENGTHENING ROLE OF UNDP IN UN
SYSTEM. HOWEVER, SUDAN EXPERIENCE INDICATES MANY FACTORS
OUTSIDE RESREP CONTROL, PARTICULARLY IN RELATION TO HOST
COUNTRY, WHICH LIMIT EFFECTIVENESS. WITHIN UN SYSTEM
SOME ACTIONS BY US MISSIONS MAY BE HELPFUL: (1) ENCOURAGE-
MENT TO BRING ALL UN RESOURCES UNDER THE CP/IPF CYCLE,
INCLUDING AGENCY REGULAR PROGRAMS, REGIONAL, INTERREGIONAL
AND GLOBAL PROJECTS AND REGULAR REPORTING BY AGENCIES TO
UNDP ON INPUT DELIVERY. (2) POLICY DECISION AS TO ROLE (AND
STAFFING FOR) UNDP FIELD OFFICE IN THE CP PROCESS. IF UNDP
IS TO PLAY MORE ACTIVE ROLE, CONSIDERATION SHOULD BE GIVEN
TO INCREASING RESEARCH AND ANALYSIS CAPABILITY AT FIELD
LEVEL TO AUGMENT LARGELY OPERATIONAL ROLE OF DEPUTY AND
ASSISTANT RESREPS AND UNDP NATIONAL COLLEAGUES. REVIEW OF
UNDP FIELD OFFICE ROLE SHOULD TAKE INTO ACCOUNT EFFECT
OF EXPANSION OF PROJECTS INTO REMOTE RURAL AREAS OF LDC'S WHERE
IMPLEMENTATION MOST DIFFICULT. SOUTHERN SUDAN PROGRAM IS

EXAMPLE WHICH SUGGESTS NEED FOR MORE FLEXIBILITY TO PROVIDE
ADDITIONAL LOGISTIC SERVICES TO PROJECTS AND INCREASED
FORWARD PLANNING. (3) STRENGTHEN UNDP HEADQUARTERS PROGRAM/
PROJECT EVALUATION CAPABILITY TO PROVIDE GUIDANCE BASED ON
ANALYSIS PAST PERMORMANCE AND EXPERIENCE. IDENTIFICATION
OF SUCCESSFUL/UNSUCCESSFUL PROJECTS AND WHY, ETC. FOLLOW-UP
WITH AGENCIES AND DELIVERY OF INPUTS; REASONS FOR
FAILURE TO DELIVER AS BUDGETED; AND PROGRAM FOR CORRECTIVE
ACTION.
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